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1. An average of [ ] clerical employees, GS-6 and below, are selected for employment in CIA each year, of whom approximately [ ] are females. CIA plans to recruit [ ] during Fiscal Year 1963. To meet this clerical requirement the Agency must continue to recruit candidates under the age of 20. As of 31 May 1962, there were [ ] female CIA staff employees in this age group, divided as follows:

<u>Age</u>	<u>Employees</u>
17	[ ]
18	
19	
TOTAL:	

2. The youth of these employees and the absence of family, combined with the temptations and dangers of a large unfamiliar city could result in parental, Congressional or public criticism

\*NOTE: A number of the 18 year olds were hired at age 17. The 17 year old category will increase during the summer and fall months after high school graduations. Present policy is to avoid recruiting 17 year olds.

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of CIA. Is our handling of these employees sufficiently painstaking to stand up in case of outside criticism? What are we doing within reason to help these young employees avoid trouble, maintain their morale and settle in to their CIA jobs? What do these girls have to say themselves concerning their treatment? The purpose of this study was to try to find the answers to these questions.

3. We were generally impressed with the caliber of the people who are most concerned with this subject. In such a large organization, the personal touch is difficult to maintain. However, there is a considerable awareness of the problems faced as well as considerable fear of the effect our new location will have on the Agency's attrition rate. While there is some room for improvement, we believe Agency treatment of this category of employees can stand up to reasonable parental, public or Congressional criticism.

4. From a random selection of 68 personnel files of female employees under 20 years of age, 18 girls were selected for personal interview. A deliberate effort was made to pick girls whose homes were far away. During these interviews a special effort was made to put the girls at their ease, explain the purpose of the interview, and emphasize that the opinions

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given would be protected and non-attributable. We think that they expressed their opinions honestly.

5. Nearly all the girls stated that they liked their work, liked the people they worked with, and would do it all over again if given the opportunity. In fact, their enthusiasm on this score was pleasantly surprising. With only three or four exceptions they confirmed that personnel recruiters had given them an honest picture of the difficulties they would encounter in Washington and, within understandable limits, an idea of what the job was to be.

6. The Meridian Hill Hotel at 2601 16th Street N.W. has been used for some time for housing new employees who have requested accommodations in their letter of acceptance. Many of the girls were not happy with the Meridian Hill Hotel. They thought it "drab" -- "dreary"-- "not a welcome place." The hotel restaurant was "much more expensive" than others, but they felt forced to go there since there were no other restaurants nearby and they were afraid to go out at night. The neighborhood immediately behind the hotel has become seedy, bordering on slum. It is no longer an ideal location to house young ladies new to city life and its perils. It should be noted, however, that the Department

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of State, FBI and other government agencies use this hotel for the same purpose.

It is recommended that:

No. 1

The Director of Personnel attempt to locate suitable hotels closer to K Street and west of 16th Street N.W.

7. Most of the girls interviewed have not taken advantage of the Agency Recreation Program, but many have expressed interest in such a program -- particularly horseback riding and softball. The recreation program suffers from lack of funds, lack of facilities and the fact that until recently there was almost no official Agency interest in such a program. The GSA cafeteria provided \$1051 for recreation activities from last year's profits, an amount hardly adequate for the program needed. The Chief, Benefits and Services Division, Office of Personnel, estimates a minimum recreation program would require around \$3000 per year.

8. At the present time there is a softball league (both male and female -- the latter has increased in size more than the male), and a rifle club (70 members but difficulty in finding a proper location to shoot). A garden club and camera club have just been organized. The chief of support of one of the larger DD/P divisions said that a recreation program was doomed to only

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lackluster response because the real problem -- lack of dates -- could not be solved by a recreation program filled only with girls (or married men as in the case of bowling, to use his example). Nevertheless, a surprising number of these girls are planning marriage within the next year, usually to boys they have met since their arrival in Washington.

9. All the girls interviewed who came from outside the Washington area live with at least one roommate. Few complained of roommate trouble. The usual combination is four girls renting a two-bedroom house or apartment. Most roommates also work at CIA. With only one or two exceptions they seemed satisfied with their housing.

10. Most of the girls travel to work in car pools; some use a car pool/bus combination. Any breakdown in car pool arrangements is, of course, a serious matter. Few of those interviewed complained of transportation trouble. This category of employees, being the lowest paid, usually cannot afford an automobile (only one of the 18 girls interviewed owned a car).

11. The lack of adequate public transportation is an important morale factor for these employees as well as others. The Arnold Bus Company informed Office of Logistics representatives it was losing money on the service provided. An IG Staff

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representative made a brief check of Virginia/D.C. traffic and concluded that buses going into the District during the morning rush hours were fully loaded, but were less than half full on the return run. It appeared that only about one Arnold bus out of six to eight crossing Key Bridge went to Langley on the morning return run. All the other buses were as lightly loaded as the Langley buses. Most occupants of the other buses were females, presumably domestics going to work in Virginia. It would seem that a housemaid, living in D. C. and working in Virginia, gets more frequent public transportation to work than a CIA employee.

12. The service between points in Virginia and Agency Headquarters is even less frequent than that from the District. The Chief of the Clerical Assignment Branch was asked by the Office of Security to urge girls to live in Virginia. The Office of Security based its request on the lower Virginia crime rate. Transportation is not adequate and the brunt of employees' criticism for bad advice falls on the Chief of the Clerical Assignment Branch.



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15. Not only the inconvenience but the cost of transportation is an important morale factor. The cost from D. C. (no transfers) is \$16.00 per month, from Bethesda (one transfer), over \$32.00 per month. This is a sizable item in the budget of a GS-3 whose take-home pay is \$111.00 every two weeks. For

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young and new employees whose loyalty to CIA has had little time to develop and whose job investment is small, a job downtown can have obvious attraction. Even by CIA shuttle a doctor or dentist appointment downtown requires three hours' sick leave and shopping at least two hours' annual leave. Some supervisors fear that the clerical attrition rate will increase considerably during the first full winter in the Headquarters Building.

16. A study made by the Office of Logistics last spring showed that there were an average of 1.8 persons per automobile entering the new site. It may be that the best solution to the present transportation problem is continued emphasis on car pools. A member of the IG Staff observed twelve CIA employees, each driving alone plus one being driven by a chauffeur in a government car, pass the public bus stop after 7:15 p.m. on the evening of 19 June. Not one driver stopped to ask the three people waiting at the bus stop if they wanted a lift.

It is recommended that:

No. 3

a. The Director of Personnel stage a car-pool campaign during October to make sure that all employees have at least one chance to join a car pool before winter begins.

b. The Director of Logistics place benches marked "Virginia," "Maryland" and "D.C." near the parking lots where those needing transportation can sit in full view of car owners.



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17. The interviews showed that the greatest criticism evolved around the Interim Assignment Section (known as "The Pool") at 1016 16th Street N.W. The girls interviewed thought the pool was "a bore" and "a waste of time." Frequent comments were: "I did not feel I was earning my money" or "We had nothing to do." Some of the girls covertly played cards (against the rules); some signed out at the end of the day for others who had already gone as "nobody cared." A few girls enjoyed their stay in the pool, principally because they were given a specific work assignment that made sense. If pool assignments lasted for only a few days perhaps the harmful effect on new employees' opinion of CIA would be minimal. However, according to Chief, Clerical Assignment Branch, the average time in the pool is 45 days. We talked to a number of girls who had been in the pool over two months and a few who had been there three months.

18. Over the years there has been an effort by the Office of Personnel to get other CIA components to supply the pool with unclassified work to keep new employees busy. This has been only partially successful. How desperate this situation is can be more fully understood by the fact that pool employees regularly watch popular Hollywood movies, supplied by Graphics Register free of charge, during working hours: "Pillow Talk," "From Here to Eternity," "Splendor in the Grass," to name a few.

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19. We were told that the motion picture program was approved by General Cabell and that members of Congress have been informed. However, it is difficult to reconcile with one DD/S official's comment that he often felt pressed for time to complete his orientation talk during the period allotted to him and at the same time provide time for a question period. Perhaps the best orientation for this characteristically inattentive age group would be a CIA orientation film. This could provide greater latitude and greater interest than a platform lecture. The film could portray actual case histories, properly disguised, of how young employees got into trouble. As it is now, judging from the interviews, much of the warning and advice given to these girls goes completely over their heads.

It is recommended that:

No. 4

The Director of Personnel explore the possibility of making a film to supplement orientation lectures to new employees.

20. The subject of the pool was exhaustively explored in the 1959 IG Survey of the Office of Personnel and a great deal of effort and thought has been given by DD/S to improving this necessary evil. However, five basic factors make the present system a questionable enterprise at best. These are:

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a. The purpose of the pool is principally to put candidates for employment immediately on the payroll so they will not accept employment elsewhere.

b. The pool alone, not including building rental, costs CIA approximately  a year.

c. It gives almost all new prospective employees an exceedingly bad initial impression of CIA.

d. The pool has considerable "flap" potential which could result in acute public embarrassment to CIA.  
(Frankly, how many government employees in Washington are being paid to watch current Hollywood movies?)

21. We doubt that efforts to obtain unclassified work for the pool have been pushed urgently enough. Attachment B is a memorandum sent to the various components of the Agency periodically. We believe individuals in a "provisionally cleared status" (reference Attachment B) should be able to do a good many time-consuming low-level jobs now being done by fully cleared Agency employees. The Chief of the Clerical Assignment Branch said that the Office of Security turned down a big project that NPIC wanted the pool to do because it thought it was classified work even though NPIC did not. Apparently, Central Registry is the only Agency component consistently

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using the pool. Attachment C describes much of the work performed in the past by pool employees.

22. We were favorably impressed with the practical efforts being made by the Agency to be more understanding to those employees who do get into serious trouble. Prior to 1957 the CIA unwed mother was fired when her misfortune was discovered. However, summary dismissals are no longer made. If CIA is to "sponsor" any of these cases, three prerequisites are: (a) the girl has to have a good employment history, (b) one member of her family must be notified (in the case of older females this is not necessary), and (c) a doctor's certificate must confirm her condition. Through the use of maternity leave, LWOP and the Credit Union, arrangements are made to care for the mother and later the baby in a nursing home near Washington. Every effort is made to keep this information on a need-to-know basis. Usually only the personnel officer in the component and the girl's immediate supervisor or division chief are made witting. Help, advice and personal attention are provided by the Benefits and Services Division representative who is assigned to take care of these cases.

23. In a few instances, the mother keeps the baby; in the majority the child is put up for adoption. No evidence remains

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in the unwed mother's personnel file to indicate the real reason for the employee's absence from work, and the doctor's certificate attesting to pregnancy is removed from the personnel file and destroyed when the case is closed. Within the past year only two out of 12 known Agency unwed mothers were under 21 years of age.

24. Agency policy on unwed mothers is kept very much on a need-to-know basis. The reason for such secrecy seems to be that a wider dissemination might encourage promiscuity. We disagree and believe that, properly and discreetly presented, it could prevent the enemy, either here or overseas, from exploiting moral lapses by our personnel. At the present time the only briefing done on this subject is to the personnel officers of Agency components and ranking DD/S officers going to the field. If a mature American married male in [ ] was recruited by blackmail [ ] for committing adultery with a [ ] girl, it would seem only sensible for us to make every reasonable effort to avoid successful recruitment attempts among our younger and more vulnerable female employees.

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25. A doctor on the Agency Medical Staff said that unwed mothers were afraid of: (a) losing their jobs, (b) the effect their situation would have on their colleagues' opinion of them,

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and (c) their parents' reaction, in that order. Possibly spreading the word of Agency tolerance might encourage promiscuity among a few employees but this risk (if it is one) might be outweighed by improvement in security as well as increased employee loyalty to and confidence in the organization.

26. By far the greatest cause of difficulties among CIA teenagers is getting into debt. In most cases this is their first job and the first salary checks look much larger than they really are. Salesmen prey upon these girls' lack of judgment, frequently knocking on their doors the day they move in. If the girls default on their payments, nasty rows result. Unfortunately there is a tendency for the victims to turn to a friend, a bank or a finance company for help rather than to CIA staff people in the best position to help them.

27. Those who do ask for help from the Benefits and Services Division usually solve their problem through the Credit Union or the Public Service Aid Society fund. In one case, as a result of Benefits and Services Division guidance, an employee received an out-of-court settlement from a finance company amounting to over \$1,000 for defamation of character. The Benefits and Services Division, when asked, can and does perform a valuable protective function.

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28. Many of the girls have difficulty in leasing apartments in Virginia where those under 21 are considered minors and must find someone to sign their leases for them. The Chief of the Clerical Assignment Branch thinks the help most urgently needed by new employees is advice and help in locating housing. From personal interviews with the girls it was quite obvious that this item was of primary concern and particularly so after brief association with the depressing atmosphere of the Meridian Hill Hotel.

29. It is suggested that the Director of Personnel consider assigning to the Benefits and Services Division the responsibility for guidance to employees in the pool on housing in the Washington area. Such guidance should include orientation on the Washington area with emphasis on those areas which are near public transportation to Langley. A few real estate brokerage firms handling apartment rentals in different areas, properly checked by the Office of Security, might be suggested to newcomers.

30. Young employees may not know exactly how and where to seek guidance; they may confuse the responsibilities of personnel officers, the Benefits and Services Division and the Office of Security. Lines of authority for counseling are difficult to delineate. Any apparent overlapping could result

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in confusion and lack of confidence among the very people these components are trying to protect. It is suggested that the Deputy Director (Support) designate the Benefits and Services Division as the central point for personnel counseling and publicize its location among new employees. This division should refer to the Office of Security any cases having security aspects.

31. Nearly all girls felt they had been given a reasonably honest picture of what they would be facing in their new job. However, a number of the girls did not understand that their initial employment was on a provisional basis, and said that if they had been dropped later because of medical or security checks they would have been most surprised and disillusioned. They were under the impression that provisional acceptance in the field constituted, per se, permanent association with the Agency.

32. It has been suggested that the Agency have a standard policy of notifying parents when their teen-age son or daughter has been dropped from the payroll, which would put the distant parent(s) on notice that their teen-ager was no longer connected with CIA. At the present time, the Office of Personnel handles this on a case-by-case basis, and should continue to handle it in this manner.

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34. On the whole, we believe the risk of some wayward teen-age female failing to report her loss of employment to her parents and getting into trouble later as a "CIA employee" is less serious than sending out dismissal notices to parents on a regular basis which could stir up much more indignation and difficulty than the present system. However, we suggest that field recruiters attempt to make sure that teen-age candidates selected for provisional employment, and their parents, clearly understand that retention on the payroll depends upon successful completion of medical and security checks.

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